ANNUAL REPORT 2025



MUKTANGAN EDUCATIONAL TRUST

REGISTERED CHARITY NO: 1155393



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YEAR IN REVIEW

The Muktangan Educational Trust UK had a reasonable year in 2025. The purposes of the Trust are two-fold: to raise awareness of the exceptional educational charity in Mumbai whose name we are privileged to share and raising funds for that same charity.

The year's fundraising effort yielded a total of £66,000 in 2025, including gift aid received. Donations this year comprised a mix of one-off donations from individuals, monthly donations, and fundraising efforts. In 2025, for example, funds were raised by an individual running the Great Silk Run, the proceeds from a school bake sale and sponsorship of a 116 mile overnight bicycle ride. We continue to have an individual donor who generously donates large sums.

Special mention should be made of Shivan Singh, for his contribution of the proceeds of his school bake sale.

We held the third Muktangan UK Trust Diwali networking event in the Lalit hotel in London. The event generated a small profit. For each of the fundraising run and bicycle ride we were proud to wear our Muktangan badged 'T' shirts and hoodies, which excited some comment.

In respect of Trustees, we were sorry to lose Sreeja Nedungadi who retired in December 2024.

The Trust owes a special debt to our former Trustee, Abigail Gill, who has provided much practical support through the year.

We look forward to a positive year for the UK Trust in 2026.

Rita Krishna, Chair
Aug 2026

THE UK TRUST

The UK Trust was founded in 2011 to support the work of Muktangan, an educational programme run by the Muktangan Education Trust, in India. Muktangan in India provides high-quality child-centered education to underprivileged children across seven English medium schools and included an integrated teacher training facility from the outset. The schools and teacher training run alongside a range of outreach activities. Muktangan in India began with a single school in 2003 with seven community teachers.

The women who are selected for training as teachers typically come from the same neighbourhoods as the children. The teacher training includes one year of pre-service training, two years of in-service training, and comprehensive continuing professional development thereafter. Teachers are trained by this means to teach up to standard (class) 10, at which point the children take the school leaving examination.

Muktangan has established itself as a remarkably successful model, both in teaching and in pupil outcomes. From 2013 when the first pupils sat their first school leaving exams, Muktangan pupils have consistently outperformed the state average and most striking has been the success of pupils with special needs.

The seven Muktangan schools are located in a single electoral ward in Mumbai, but through its outreach programmes Muktangan has an influence elsewhere in the state.

To mention two of these:
a) the school transformation project in Dehu Road just outside Pune, which started with eleven of the local government schools and will shortly be extended to thirty schools.
b) the Anganwadi transformation project in Nanded, designed to improve the quality of and approach to early years education.

The UK Trust has two specific functions as set out in the Trust Deed: to co-ordinate fundraising initiatives in the UK to support Muktangan's work in India, and to raise awareness of Muktangan in India.

The UK Trust included five trustees through 2025. Trustee meetings are held four times a year, either in person or by video or a combination of both. Trustees are appointed for their passion for supporting the work of

Muktangan in India and the skills and expertise they can bring to the UK Trust.

The UK Trust has no premises and does not run an office. All Trustees work remotely and give their time voluntarily. Trustees receive no benefits from the charity but may claim reasonable expenses.

Trustees are each appointed for a three-year period. They retire by rotation at differing times (but may stand for re-election). This helps ensure long-term stability for the UK Trust.

The trustees are:

- Rita Krishna, Chair
- Rodgy Kundi, Treasurer
- Tom Wright, Deputy Chair
- Rishi Chowdhury
- Prasad Khambalikar

For more information about the trustees, see

www.muktanganeducationaltrust.co.uk/team



Trustees spending time with Muktangan founders Liz & Sunil Mehta



Trustee Rishi after he completed the Great Silk Run



UK Trust Chair, Rita, before her sponsored bike ride



IMPACT

MUKTANGAN VISION

An inclusive and empowered world in which we all live in harmony with freedom of expression and respect and with integrity.

MUKTANGAN MISSION

To encourage and support communities, through networking, to reflect and evolve sustainable, learner-friendly, holistic educational programmes, drawing on the ever upgrading Muktangan model.

7 Muktangan schools

23 years in education

4,000+ current students

UK TRUST FUNDRAISING ACHIEVEMENTS

£468,000

raised since our inception in 2011*

£66,000

raised in 2025 thereby covering the approximate cost of educating 130 students during the year

£10,000 was understated in 2024

MUKTANGAN INDIA

Muktangan was developed as an alternative model of inclusive, child-centred, community-based education within the mainstream education system. The curriculum is developmentally appropriate and underpinned by a constructivist approach where children and teachers are encouraged to formulate knowledge for themselves rather than rote learn. The Muktangan Education Trust, is a charity registered under the Bombay Public Trusts Act and works in partnership with the Municipal Corporation of Greater Mumbai (MCGM) (also called the BMC), Muktangan has developed into a holistic model of teacher and school education, and shares and spreads its' knowledge and expertise with State departments and NGO partners.

EDUCATIONAL ACHIEVEMENT AT MUKTANGAN

The Muktangan schools programme transforms municipal schools into vibrant, inclusive and high-quality learning environments where every child is given the opportunity to learn, thrive, and realise their potential. At the heart of the model is its' Community Teacher approach equipping women from local communities with the knowledge, skills and confidence to become professional educators and powerful change agents. Through empowered teachers, child-centred pedagogy, holistic education and strong community engagement, Muktangan goes beyond academic achievement to develop students' agency, confidence, communication, critical thinking, creativity, collaboration, problem-solving and life-skills, enabling them to become independent learners and active participants in their communities. By investing simultaneously in teachers, children and communities, Muktangan demonstrates that municipal schools can become powerful spaces for learning, empowerment and social transformation.

For thirteen years, Muktangan students have successfully appeared for the Maharashtra State Board (SSC) examinations, consistently matching or outperforming the municipal system. In 2025, 228 Muktangan students appeared for the SSC examination, including 38 children with special needs, achieving an impressive 99.64% pass rate.

Of these, 238 students (85.61%) secured First Class and above, and two Muktangan students ranked among Mumbai's Top 5 scorers above 90%. While Muktangan runs only 7.5% of BMC's (Brihanmumbai municipal corporation) English medium schools, its students accounted for 23% of those scoring above 90% across Mumbai, reflecting the strength of its holistic, community-led, education model.

Muktangan's commitment to inclusion is equally reflected in the performance of children with special needs. The 38 students with special needs who appeared in the exams in 2025-26 achieved an average score of 67.7% with the highest scorer achieving 77%. These results demonstrate that inclusion and academic achievement can go hand in hand.

The impact of a Muktangan education extends well beyond the SSC examination. Today more than 2,700 alumni have progressed into higher education and careers across diverse fields including medicine, engineering, chartered accountancy, education, hospitality, media, marketing, the armed forces and more. 90% of Muktangan alumni have continued into higher education, which shows the lasting impact of a Muktangan education beyond school.

TEACHER EDUCATION AT MUKTANGAN

Integrated with the schools is the Muktangan teacher education programme in Mumbai which supports the development of people, mainly women, from the local community. Prospective teachers are invited to an assessment, with successful applicants subsequently completing a year of pre-service training, before entering the Muktangan schools to continue their training for a further two years. Muktangan's teacher education is provided free of charge. There is also a comprehensive programme of continuous professional development which supports them through their career.

Over the years, more than 1,100 community members have been trained as educators through Muktangan's teacher education initiatives. The programme creates opportunities for people from underserved communities to develop professional skills, employment and leadership opportunities while strengthening the quality of education available to children.

MUKTANGAN'S WIDER IMPACT

Muktangan’s seven schools are not an end in themselves. They serve as demonstration schools where approaches to child-centred, inclusive and active learning are developed, tested and refined within the public education system. Muktangan then works with governments, municipal bodies, NGOs and educational institutions to share and adapt this learning in other schools and early childhood settings.



The organisation's wider partnerships are built around four key areas:

1. EARLY CHILDHOOD EDUCATION AND ANGANWADI TRANSFORMATION

Muktangan works with local government systems to strengthen early childhood education within Anganwadis (early years centres). The approach includes training Anganwadi Workers, establishing model centres, providing child-friendly learning resources and developing local capacity so that good practices can be sustained and scaled.

In Maharashtra, Muktangan has supported Anganwadi strengthening across rural areas including **271 Anganwadis in Palghar and 510 Anganwadis in Nanded**, while the Nanded programme has trained more than 500 Anganwadi workers.

2. SCHOOL TRANSFORMATION PROGRAMME

Muktangan works with clusters of government and NGO schools to strengthen teaching and learning from within the existing system. This includes developing teachers' pedagogical capacity, improving learning environments, strengthening school leadership and encouraging meaningful parent and community participation.

The **Dehu Road Schools Transformation Project** is one example of this approach, where Muktangan has worked with schools to strengthen curriculum delivery, assessment, learning environments, school leadership and parent-community engagement.

The underlying principle is that partner schools remain with their government or NGO owners; Muktangan builds capacity within the existing system so that change is locally owned and can continue beyond the period of external support.



3. NEED-BASED TEACHER CAPACITY DEVELOPMENT

Muktangan provides tailored training and mentoring for teachers, teacher educators and institutions based on their specific needs. The programmes are rooted in active and constructive pedagogy and can include support in subject teaching, classroom practice, assessment and other areas of professional development.

Through its wider outreach, Muktangan has reached **7,000+ teachers and teacher educators,** strengthening capacity for child-centred education beyond its own schools.

Muktangan has also conducted a Trainer of Trainers programme involving representatives from **20 NGOs across India,** enabling participating organisations to adapt and implement elements of the Muktangan approach within their own contexts.

4. FOUNDATIONAL LITERACY AND NUMERACY

Muktangan has also extended its expertise into Foundational Literacy and Numeracy through its partnership with BMC and alignment with the **NIPUN Bharat** framework. The programme includes checkpoint and practice assessments, multilingual learning materials, teacher orientations, monitoring and a digital toolkit. The framework has been used across **900 BMC schools**, supporting teachers to identify learning needs and provide targeted support to children.

MUKTANGAN EDUCATION FORUM

The Muktangan Education Forum (MEF) provides a platform for collaboration, research and knowledge-sharing, bringing together educators, researchers, universities and partner organisations.
The Forum helps translate Muktangan's experience from two decades of classroom practice into interdisciplinary curricula, resources and approaches that can strengthen teaching and school education more widely. It also supports research, documentation and dissemination of learning from Muktangan's schools and programme partnerships.

For more information about Muktangan in India and its work, visit
www.muktanganedu.org

A MODEL DESIGNED TO SCALE

Muktangan's wider impact reflects a deliberate choice to strengthen existing education systems rather than simply establish more schools of its own. By working through government and NGO partnerships, developing local educators and creating demonstration centres and resources, Muktangan seeks to ensure that improvements are locally owned and can continue after a project ends.

The organisation partners with several prestigious national and international organisations. Muktangan also makes its educational toolkits available openly so that schools and organisations can adapt and use relevant resources.

Through this approach, Muktangan is extending the learning from its seven Mumbai schools to a much wider group of children, educators and education institutions – demonstrating how child-centred, inclusive and active learning can contribute to lasting change within the mainstream education system.



VOLUNTEERING

VOLUNTEERING IN THE UK

The UK Trust is always looking for support with fundraising, communications and marketing.

If you are interested in getting involved, please email us at uktrust@muktanganedu.org

Shaun McInerney, Director of Education at the University of Worcester said:

“I still talk about you all as the best example of parental and community engagement that I have seen."

VOLUNTEERING IN INDIA

We also facilitate volunteer placements in India. Our volunteers fulfil a range of roles including teaching Muktangan students, training teachers or conducting crucial research. They make a significant difference to Muktangan’s schools programme and advocacy efforts.

FINANCIAL STATEMENT

Years to 31 December	2025 £	2024 £	2023 £	2022 £	2021 £
Incoming resources					
Monthly donors	4,168	2,365	2,130	1,795	2,008
Other donations/ Gift Aid	60,128	51,146	51,026	6,650	32,318
Fundraising Events	1,080	540	2,187	0	0
Card sales	0	0	0	10	0
Other income	699	371	246	18	4
Total incoming resources	**66,074**	**54,422**	**55,589**	**8,473**	**34,330**
Resources expended					
Charitable activities (Muktangan India)	0	50,000	50,000	45,605	30,048
Fundraising and cost of events	1,002	1,125	1,974	0	0
Governance costs	802	1,286	1,311	1,307	1,833
Total resources expended	**1,804**	**52,411**	**53,285**	**46,913**	**31,881**
Net incoming/ (Outgoing) resources	**64,270**	**2,011**	**2,304**	**-38,439**	**2,449**
Total funds b/forward	17,261	15,252	12,948	51,387	48,938
Total funds c/forward	81,531	17,263	12,252	12,948	51,387
Total charity funds	**81,531**	**17,263**	**15,252**	**12,948**	**51,387**

WWW.MUKTANGANEDUCATIONALTRUST.CO.UK

@MUKTANGANUK

CHARITY COMMISSION FOR ENGLAND AND WALES

Muktangan Educational Trust	1155393

Receipts and payments accounts

CC16a

For the period from	01/01/2025	To	31/12/2025

Section A Receipts and payments

	Unrestricted funds to the nearest £	Restricted funds to the nearest £	Endowment funds to the nearest £	Total funds to the nearest £	Last year to the nearest £
A1 Receipts					
Monthly Donors	30,886	-	-	30,886	2,876
Other Donations	34,490	-	-	34,490	94,203
Card Sales		-	-	-	5
Other Income	698	-	-	698	9
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
Sub total *(Gross income for AR)*	66,074	-	-	66,074	97,093
A2 Asset and investment sales, (see table).					
	-	-	-	-	
	-	-	-	-	-
Sub total	-	-	-	-	-
Total receipts	66,074	-	-	66,074	97,093
A3 Payments					
Charitable Activities	-	-	-	-	69,985
Governance costs	1,804	-	-	1,804	1,544
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
Sub total	1,804	-	-	1,804	71,529
A4 Asset and investment purchases, (see table)					
	-	-	-	-	
	-	-	-	-	
Sub total	-	-	-	-	-
Total payments	1,804	-	-	1,804	71,529
Net of receipts/(payments)	64,270	-	-	64,270	25,564
A5 Transfers between funds	-	-	-	-	-
A6 Cash funds last year end	17,261	-	-	17,261	23,373
Cash funds this year end	81,531	-	-	81,531	48,937

Section B Statement of assets and liabilities at the end of the period

B1 Cash funds

Categories	Details	Unrestricted funds to nearest £	Restricted funds to nearest £	Endowment funds to nearest £
	HSBC Community Account	5,252	-	-
	HSBC BMM Account	76,279	-	-
		-	-	-
	Total cash funds	81,531	-	-
	(agree balances with receipts and payments account(s))	OK	OK	OK

B2 Other monetary assets

Details	Unrestricted funds to nearest £	Restricted funds to nearest £	Endowment funds to nearest £
	-	-	-
	-	-	-
	-	-	-
	-	-	-
	-	-	-
	-	-	-

B3 Investment assets

Details	Fund to which asset belongs	Cost (optional)	Current value (optional)
		-	-
		-	-
		-	-
		-	-
		-	-

B4 Assets retained for the charity's own use

Details	Fund to which asset belongs	Cost (optional)	Current value (optional)
		-	-
		-	-
		-	-
		-	-
		-	-
		-	-
		-	-
		-	-
		-	-

B5 Liabilities

Details	Fund to which liability relates	Amount due (optional)	When due (optional)
		-	
		-	
		-	
		-	
		-	

Signed by one or two trustees on behalf of all the trustees

Signature	Print Name	Date of approval
	Rita Krishna	
	Jit S Kundi	

Alan Martin
✉ 20 Cobham Road Westcliff-on-Sea Essex SS0 8EA
☎01702 332798 alancliffordmartin@gmail.com 07890 304573

Independent examiner's report to the trustees of Muktangan Educational Trust
I report on the accounts of the Trust for the year ended 31 December 2025, which are set out herewith.

Respective responsibilities of trustees and examiner
The charity's trustees are responsible for the preparation of the accounts. The charity's trustees consider that an audit is not required for this year under section 144(2) of the Charities Act 2011 (the 2011 Act) and that an independent examination is needed.
It is my responsibility to: examine the accounts under section 145 of the 2011 Act;
to follow the procedures laid down in the general Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act; and
to state whether particular matters have come to my attention.

Basis of independent examiner's report
My examination was carried out in accordance with the general Directions given by the Charity Commission. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts and seeking explanations from you as trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit and consequently no opinion is given as to whether the accounts present a 'true and fair view' and the report is limited to those matters set out in the statement below.

Independent examiner's statement: In connection with my examination,
no matter has come to my attention:
(1) which gives me reasonable cause to believe that in any material respect the requirements: to keep accounting records in accordance with section 130 of the 2011 Act; and to prepare accounts which accord with the accounting records and comply with the accounting requirements of the 2011 Act have not been met; or
(2) to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.



Alan C. Martin: Retired Investment Banker – Lazard Brothers/Bank of America
20 Cobham Road, Westcliff-on-Sea SS0 8EA
Dated: